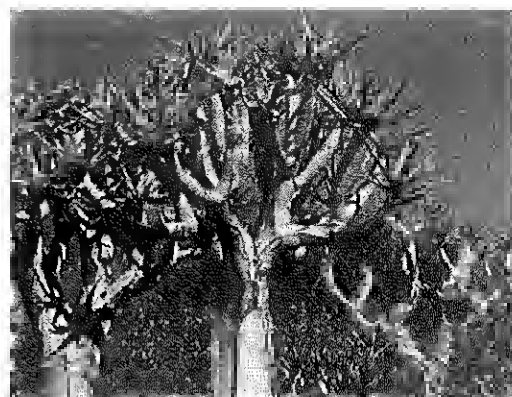


SDBIP 2019/2020

Service Delivery and Budget Implementation Plan
2019/2020



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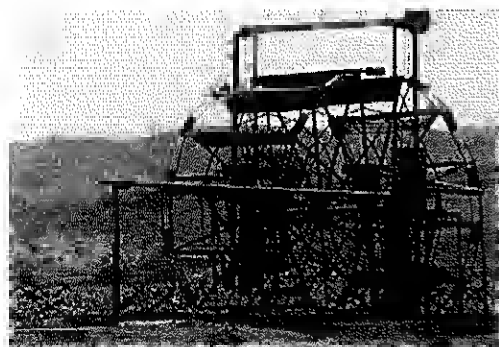


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1. Introduction

1.1 Legislative Framework

The Municipal Finance Management Act (MFMA) No. 56 of 2003 requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as an implementation and management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan.

Section 1 of the Municipal Finance Management Act (MFMA) No. 56 of 2003 defines the “service delivery and budget implementation plan” as the detailed plan approved by the mayor of the municipality in terms of Section 53 (1) (c) (ii) for implementing the municipality’s delivery of municipal services and its annual budget and which must include the following:-

- a) Projections of each month of-
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote;
- b) Service delivery targets and performance indicators for each quarter; and
- c) Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c).

In terms of Section 53 (i)(c)(ii) of the MFMA, the SDBIP must be approved by the Mayor of a municipality within 28 days of the approval of the budget.

MFMA Circular 13 further addresses the minimum requirements of the SDBIP in detail.

1.2 Overview of the Service Delivery and Budget Implementation Plan (SDBIP)

Kai !Garib Municipality prepared its 2019/20 SDBIP in line with the above. The SDBIP will serve as a “contract” between the administration, council and the community to deliver on the services

outlined in the SDBIP and to manage the finances of the Municipality in a transparent and accountable manner. Not only will the SDBIP serve as an appropriate monitoring tool in the execution of the Municipality's budget to achieve key strategic priorities as set by the Integrated Development Plan (IDP), but will also serve as an essential part of the annual performance contracts for the Municipal Manager and Managers reporting directly to the Municipal Manager and provide a foundation for the overall annual and quarterly organisational performance for the 2019/20 financial year.

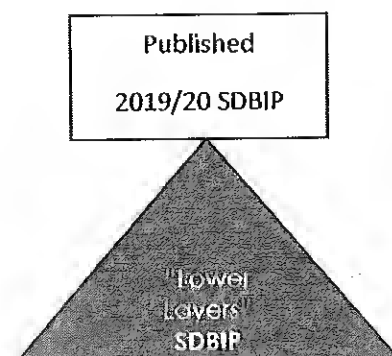
The SDBIP includes the following indicators:

- The revenue and expenditure projections per Vote per month.
- Revenue projections by source.
- Capital projects at a ward level and monthly capital cash flow.
- Quarterly consolidated service delivery targets and performance indicators per Municipal KPA and IDP Objective.

The SDBIP will therefore empower the Mayor, Council and other role-players to undertake their appropriate oversight and monitoring roles. The SDBIP will also afford the Mayor (Executive Committee), Council Committees and the Municipal Manager the ability to measure in-year progress on the implementation of the IDP Objectives and the Budget.

2. *Components of the SDBIP*

The SDBIP is a layered plan and starts with a Multi-year Performance Plan as part of the IDP which is directly linked to the IDP Objectives. The 2019/20 SDBIP will be informed by the Multi-year Municipal Performance Plan which serves as the "top layer" of the SDBIP and contains the consolidated service delivery targets and in-year deadlines. This is illustrated by the illustration below:



Once the “top layer” SDBIP is set, senior management will develop the “lower layers” of detail supporting the SDBIP. These are the actual activities linked to resources (financial, equipment and human) to actually achieve the consolidated service delivery targets within the approved budget amounts on time.

The detail of the departmental SDBIP’s will be used by senior managers to hold middle level and lower level managers accountable to contribute to the municipal targets.

The following components forms part of the “top layer” SDBIP:

- **Monthly Projections of Revenue to be collected by Source**

One of the most important and basic priorities for any municipality is to collect all its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services.

While these projections would be most useful as cash flow projections, it is also critical to understand the relationship between revenue billed and the amount actually collected in the context of tariff, credit control and indigent policies and any other relevant policies. Comprehensive, coherent revenue policies that take into account appropriate service delivery levels, standards, ability to pay and collection efforts will ensure realistic revenue projections.

- **Monthly Projections of Expenditure and Revenue for each Vote**

These projections relate to cash paid and should reconcile to the cash flow statement adopted as part of the budget documentation.

The SDBIP show monthly projections of revenue by vote in addition to revenue by source. This is done to review the budget projections against actual revenue and expenditure by vote in order to gain a more complete picture than provided by reviewing expenditure only.

- **Top Level SDBIP**

While the first two components indicate projections of budgeted amounts for revenue and expenditure, this component requires non-financial measurable key performance indicators and service delivery targets (including reduction of backlogs). The focus here is on outputs and outcomes, and not so much on inputs or internal management objectives.

3. Monthly Revenue by Source

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NC982 IKail Garib - Supporting Table SA25 Budgeted monthly revenue and expenditure

C082 I Kall Garib - Supporting Table SA25 Budgeted monthly revenue and expenditure														Medium Term Revenue and Expenditure		
Description		Budget Year 2019/20												Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	Ref	July	August	Sept.	October	November	December	January	February	March	April	May	June			
Revenue By Source																
Property rates		22,739	—	—	—	—	—	—	—	—	—	—	—	22,739	24,104	26,632
Service charges - electricity revenue		5,292	5,170	5,165	5,093	5,576	5,820	9,199	7,514	7,587	7,784	5,403	5,430	81,073	85,938	91,094
Service charges - water revenue		1,305	1,206	1,180	1,266	1,536	1,560	1,902	1,793	1,545	1,769	1,359	1,184	17,627	18,684	19,805
Service charges - sanitation revenue		1,819	1,022	1,020	1,022	1,018	1,018	1,020	1,021	1,019	1,019	1,019	1,021	12,240	12,974	13,753
Service charges - refuse revenue		743	743	743	743	743	743	743	743	743	743	743	743	8,916	9,451	10,018
Rental of facilities and equipment		—	—	—	—	—	—	—	—	—	—	—	—	385	410	425
Interest earned - external investments		—	—	—	—	—	—	—	—	—	—	—	—	217	217	232
Interest earned - outstanding debtors		1,612	1,637	1,607	1,655	1,655	1,737	1,762	1,679	1,625	1,798	1,667	1,653	20,738	22,868	27,057
Dividends received		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fines, penalties and forfeits		—	—	—	—	—	—	—	—	—	—	—	—	62	68	74
Licences and permits		—	—	—	—	—	—	—	—	—	—	—	—	670	695	710
Agency services		—	—	—	—	—	—	—	—	—	—	—	—	210	222	235
Transfers and subsidies		39,625	401	935	—	30,289	627	—	67	21,185	—	—	—	92,399	97,804	106,369
Other revenue	(231)	—	—	—	—	—	—	—	—	—	—	—	1,331	1,100	1,176	1,216
Gains on disposal of PPE		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Revenue (excluding capital transfers and grants)		71,563	10,169	11,679	10,928	41,799	12,426	14,625	12,608	33,914	15,122	11,410	14,087	256,376	274,339	297,620
Expenditure By Type																
Employee related costs		9,108	9,111	9,104	8,139	15,362	9,120	9,191	9,126	9,514	9,128	9,119	9,150	116,165	124,016	132,654
Remuneration of councillors		434	434	434	434	434	434	434	434	434	434	434	434	5,204	5,616	5,847
Debt impairment		1,056	1,071	1,087	1,102	1,119	1,138	1,155	1,176	1,197	1,217	1,238	1,268	13,611	15,065	16,265
Depreciation & asset impairment		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Finance charges		—	—	—	—	—	—	—	—	—	—	—	—	16,628	16,625	16,797
Bulk purchases		4,037	3,643	4,728	4,652	5,029	5,231	7,253	6,917	6,999	6,172	4,618	4,636	62,522	67,088	71,101
Other materials		—	—	—	—	—	—	—	—	—	—	—	—	4,216	4,467	5,213
Contracted services		—	—	—	—	—	—	—	—	—	—	—	—	14,076	14,876	17,618
Transfers and subsidies		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other expenditure		82	82	82	82	82	82	82	82	82	82	82	22,055	22,955	23,882	25,069
Loss on disposal of PPE		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total Expenditure		14,718	14,540	16,431	16,410	22,028	16,903	18,115	16,737	17,225	17,033	15,690	75,450	258,376	274,339	297,620
Surplus/(Deficit)																
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		13,222	—	—	2,000	—	10,009	—	5,000	1,065	—	—	—	31,295	36,339	50,756
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Transfers and subsidies - capital (in-kind - all)		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit) after capital transfers & contributions		70,012	(4,360)	(3,761)	(2,982)	19,773	6,432	(3,489)	1,971	17,754	(3,911)	(4,280)	(61,383)	31,295	36,339	50,756
Taxation		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Attributable to minorities		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Share of surplus/ (deficit) of associate		—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Surplus/(Deficit)	1	70,012	(4,360)	(3,761)	(2,982)	19,773	6,432	(3,489)	1,971	17,754	(3,911)	(4,280)	(61,383)	31,295	36,339	50,756

4. Monthly Expenditure by Vote

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NC082 Ikell Garib - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Rel	Budget Year 2010/20												Medium Term Revenue and Expenditure		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2010/20	Budget Year 2020/21	Budget Year 2021/22
Revenue By Source																
Property taxes		22,739	-	-	-	-	-	-	-	-	-	-	-	22,739	24,104	26,632
Service charges - electricity revenue		5,292	6,170	6,185	6,093	6,076	6,020	9,199	7,614	7,597	7,794	6,403	6,430	61,073	65,930	61,094
Service charges - water revenue		1,305	1,206	1,169	1,266	1,530	1,680	1,902	1,793	1,645	1,769	1,369	1,164	17,627	18,684	19,005
Service charges - sanitation revenue		1,018	1,022	1,020	1,022	1,018	1,016	1,020	1,021	1,019	1,019	1,019	1,021	12,240	12,974	13,763
Service charges - refuse revenue		743	743	743	743	743	743	743	743	743	743	743	743	8,916	9,451	10,010
Rental of buildings and equipment		-	-	-	-	-	-	-	-	-	-	-	-	385	385	426
Interest earned - external investments		-	-	-	-	-	-	-	-	-	-	-	-	217	217	232
Interest earned - outstanding debtors		1,612	1,637	1,007	1,665	1,666	1,737	1,762	1,679	1,825	1,796	1,687	1,853	20,738	22,880	27,057
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and tolls		-	-	-	-	-	-	-	-	-	-	-	-	62	62	74
Licences and permits		-	-	-	-	-	-	-	-	-	-	-	-	670	670	710
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	210	210	235
Transfers and subsidies		39,026	401	935	-	30,269	627	-	67	21,166	-	-	-	92,399	97,604	106,369
Other revenue		(231)	-	-	-	-	-	-	-	-	-	-	-	1,331	1,176	1,216
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		71,005	10,160	11,070	10,826	41,700	12,428	14,976	12,908	33,914	13,122	11,410	14,087	268,376	274,330	297,620
Expenditure By Vote																
Employers related costs		9,100	9,111	9,104	9,130	16,362	9,120	9,191	8,128	8,514	9,126	9,119	9,150	116,165	124,016	132,554
Remuneration of councillors		434	434	434	434	434	434	434	434	434	434	434	434	6,204	6,616	6,647
Debt impairment		1,066	1,071	1,007	1,102	1,119	1,136	1,165	1,170	1,197	1,217	1,238	1,256	13,011	15,983	16,265
Depreciation & asset impairment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance charges		-	-	-	-	-	-	-	-	-	-	-	-	18,625	18,625	16,797
Buildings purchases		4,037	3,643	4,726	4,662	5,029	6,231	7,263	6,917	5,998	6,172	4,616	4,638	62,522	67,598	71,101
Other materials		-	-	-	-	-	-	-	-	-	-	-	-	4,218	4,216	6,487
Contracted services		-	-	-	-	-	-	-	-	-	-	-	-	14,878	14,076	17,616
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure		82	82	82	82	82	82	82	82	82	82	82	82	22,055	23,062	25,599
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		14,713	14,640	15,431	13,410	22,028	16,903	19,118	19,737	17,826	17,033	16,690	16,450	268,376	274,330	297,620
Surplus/(Deficit)		56,292	(4,480)	(4,361)	(2,584)	19,672	(4,475)	(4,142)	(6,829)	16,088	(3,911)	(5,280)	(2,363)	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		13,222	-	-	2,000	-	10,000	-	5,000	1,055	-	-	-	31,295	36,330	50,756
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		70,012	(4,360)	(3,761)	(2,582)	19,773	6,432	(3,489)	1,071	17,764	(3,911)	(4,280)	(2,363)	31,295	36,330	50,756
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	70,012	(4,360)	(3,761)	(2,582)	19,773	6,432	(3,489)	1,071	17,764	(3,911)	(4,280)	(2,363)	31,295	36,330	50,756

5. Top Level SDBIP

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Office of the Municipal Manager														
No	KPA	LOP Objective	Sub Directorate	2019/2020 KPI	Measurement	POE	Baseline	Target Type	Annual Target	Target Date	Q1 Target	Q2 Target	Q3 Target	Q4 Target
1	Good Governance and Public Participation (HKPA 5)	An Accountable Local Authority with a Fit for Purpose Workforce and Transparent Financial Management Practices (PDO 3)	Internal Audit	3 year Risk based audit rolling plan and annual operations plan submitted to the Audit Committee and Accounting Officer for approval by 30 June 2020	The Risk Based Rolling Audit Plan submitted to the Audit Committee and Accounting Officer	Proof of submission of RBAP and Annual Operational Plan to AC and AG	Submitted RBAP to relevant stakeholders by due date	number	1	30-Jun-20	N/A	N/A	N/A	1
2	Basic Service Delivery (HKPA 3)	An Accountable Local Authority with a Fit for Purpose Workforce and Transparent Financial Management Practices (PDO 1)	JAM	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2020 (Actual amount spent on capital projects/ Total amount budgeted for capital projects x 100)	% of capital budget spent as at 30 June 2020 (Actual amount spent on capital projects/ Total amount budgeted for capital projects x 100)	Proof that 95% of the capital budget was spent on capital projects (AFS and section 7) in year reporting, MIG expenditure)	95%	Percentage	95%	30-Jun-20	25%	50%	75%	95%
3	Good Governance and Public Participation (HKPA 5)	An Accountable Local Authority with a Fit for Purpose Workforce and Transparent Financial Management Practices (PDO 1)	Strategic	Improve staff productivity and responsiveness through quarterly strategic engagements on Initiatives	Number of leadership forum meetings or deliberatives	Attendance registers of strategic engagements/ powerpoint presentations made	new	number	4	30-Jun-20	1	1	1	1
4	Good Governance and Public Participation (HKPA 5)	An Accountable Local Authority with a Fit for Purpose Workforce and Transparent Financial Management Practices (PDO 1)	JAM	MfMA Section 33(1): Ensure that any issues raised by the Auditor General from Audit reports are addressed by 30 June 2020	Ref issues raised by the AG in an audit addressed	Final audit reports issued by AG after auditing AFS and PDO's for 2018/2019 financial year with implemented Audit Recovery Plan	new	Percentage	95%	30-Jun-20	25%	50%	75%	100%
5	Good Governance and Public Participation (HKPA 5)	An Accountable Local Authority with a Fit for Purpose Workforce and Transparent Financial Management Practices (PDO 1)	FMS	Comply and submit the Section 46 report to the Auditor-General (AGSA) by 31 August 2020	Completion and submission of Section 46 (Performance) report by 31/08/2020 to AG	Proof of submission of report to AG	Adopted section 46 report submitted to AG	number	1	30-Jun-20	1	N/A	N/A	N/A
6	Municipal Transformation and Institutional Development (HKPA 4)	An Accountable Local Authority with a Fit for Purpose Workforce and Transparent Financial Management Practices (PDO 4)	Risk Management Unit	Submit Risk Management Plan to Council by 31 May 2020	Strategic risk register	Risk Manager/ Strategic risk register (Council adoption)	Approved Risk Management Plan	number	1	30-Jun-20	N/A	N/A	N/A	1
7	Municipal Transformation and Institutional Development (HKPA 4)	An Accountable Local Authority with a Fit for Purpose Workforce and Transparent Financial Management Practices (PDO 4)	Finance department	Actual Operational expenditure / Operational Budget: 10% Deviation of actual operational expenditure of municipal budget by 30 June 2020	Actual operational budget expenditure / Operational budget (x 100). Deviation from budget must be 10% or less	Actual operational expenditure/ Operational Budget	new	percentage	10%	30-Jun-20	N/A	N/A	N/A	10%

Directorate Corporate Services														
No	KPA	IDP Objective	Sub Directorate	2015/2020 KPI	Measurement	POI	Timeline	Target Type	Annual Target	Target Date	Q1 Target	Q2 Target	Q3 Target	Q4 Target
8	Service Delivery and Infrastructure Development (IKPA 1)	Human Development Initiatives to Enhance the Social Wellbeing of all Residents (PDO 7)	Library Services	The four libraries to each conduct 2 special programmes before 30 June 2020	Reports on special programmes conducted	Proof that each library conducted 2 special programmes before 30 June 2020	2 special programmes per library per year	number	8	30-Jun-20	N/A	N/A	N/A	8
9	Municipal Transformation and Institutional Development (IKPA 4)	Developing a capable and development state (PDO 15)	Human Resources	The annual leave plan to be reviewed before 30 June 2020	The leave plan reviewed	A reviewed annual leave plan	Submission of documentary proof (minutes/progress reports) on review of document	number	1	30-Jun-20	1	1	1	100%
10	Municipal Transformation and Institutional Development (IKPA 4)	Developing a capable and development state (PDO 15)	Human Resources	HR to monitor the implementation of the Human Resource Management Plan through conducting at least one review annually	The HRM plan tabled	Director Corporate Services Annual Leave Plan reviewed	Submission of documentary proof (minutes/progress reports) on review of document	number	1	30-Jun-20	1	1	1	100%
Directorate Technical Services														
No	KPA	IDP Objective	Sub Directorate	2015/2020 KPI	Measurement	POI	Timeline	Target Type	Annual Target	Target Date	Q1 Target	Q2 Target	Q3 Target	Q4 Target
11	Service Delivery and Infrastructure Development (IKPA 1)	Limiting the Impact of our Presence in the Natural Environment to Return to a Heritage of Preservation (PDO 8)	Solid Waste Management	Solid waste management units to remove waste and refuse in all areas of Kajiado Municipality on a weekly basis	After inspection on all refuse removed and sewerage waste attended to with an updated monthly public complaints register and/or calls logged regarding complaints	Superintendent: Waste - 12 reports on the removal of waste and sanitation along with logged calls	12 reports on the % of refuse removal complaints received and attended to along with the % of sewerage waste collections complaints received and attended to	percentage	12	30-Jun-20	3	3	3	3
12	Service Delivery and Infrastructure Development (IKPA 1)	Maintenance and development of all Infrastructure and Services (PDO 12)	Solid Waste Management	The department to continue service delivery of refuse removal in urban areas in accordance with service standards by 30 June 2020	Number of reports on refuse removal	Superintendent: Waste - 12 reports on the removal of waste and sanitation along with logged calls	12 reports on the % of refuse removal complaints received and attended to along with the % of sewerage waste collections complaints received and attended to	number	12	30-Jun-20	100%	3	3	3
13	Service Delivery and Infrastructure Development (IKPA 1)	Maintenance and development of all Infrastructure and Services (PDO 12)	Solid Waste Management	Rendering of sanitation services as per service delivery programme per quarter	Rendering of sanitation services as per service delivery programme per quarter	Superintendent: Waste - 12 reports on the removal of waste and sanitation along with logged calls	12 Reports		12	30-Jun-20	3	3	3	3
14	Service Delivery and Infrastructure Development (IKPA 1)	Maintenance and development of all Infrastructure and Services (PDO 12)	Water	Limit water losses (unaccounted water) to 10% by 30 June 2020 (Number of kilolitres water purchased - number of kilolitres water sold/ number of kilolitres water purchased)	% water losses (unaccounted water) to 10% by 30 June 2020 (Number of kilolitres water purchased - number of kilolitres water sold/ number of kilolitres water purchased)	Note in AFS of financial year ending 30 June 2020		percentage	10%	30-Jun-20	0	0	0	10%
15	Service Delivery and Infrastructure Development (IKPA 1)	Maintenance and development of all Infrastructure and Services (PDO 12)	Water and Sanitation	Ensure minimum effluent quality standards compliant - 100% of samples meeting minimum biological standards quarterly	100% of samples meeting minimum biological standards quarterly	Superintendent: Waste & Sanitation	4 Reports	percentage	100%	30-Jun-20	100% of samples meeting minimum biological standards quarterly	100% of samples meeting minimum biological standards quarterly	100% of samples meeting minimum biological standards quarterly	100% of samples meeting minimum biological standards quarterly
16	Service Delivery and Infrastructure Development (IKPA 1)	Maintenance and development of all Infrastructure and Services (PDO 12)	Electricity	Limit electricity losses (unaccounted electricity) to 10% by 30 June 2020 (Number of electricity units purchased - number of electricity units sold/ number of electricity units purchased)	% electricity losses (unaccounted electricity) to 10% by 30 June 2020 (Number of electricity units purchased - number of electricity units sold/ number of electricity units purchased)	Superintendent: Electricity	22%	percentage	10%	30-Jun-20	N/A	N/A	N/A	10%
17	Service Delivery and Infrastructure Development (IKPA 1)	Maintenance and development of all Infrastructure and Services (PDO 12)	Electricity	New electricity Pre-paid meter connections	New electricity Pre-paid meter connections	Superintendent: Electricity	4 Reports	percentage	100%	30-Jun-20	100% of requests completed	100% of requests completed	100% of requests completed	100% of requests completed

Directorate Planning and Development														
No	SFA	TOP Objective	Sub Directorate	2018/2019 KPI	Measurement	POE	Baseline	Target Type	Annual Target	Target Date	Q1 Target	Q2 Target	Q3 Target	Q4 Target
18	Local Economic Development (NREPA 3)	To Stimulate Economic Growth for the Benefit of all Communities (PDO 16)	LED	The unit to develop the local economy, develop skills and eradicate poverty	Number of businesses provided with a development programme	Director: Planning and development - 4 reports	None	number	4	30-Jun-20	1	1	1	1
19	Local Economic Development (NREPA 2)	To Stimulate Economic Growth for the Benefit of all Communities (PDO 16)	PMU	The number of full time equivalent jobs (FTEs) created through municipality's local economic development initiatives including capital projects	The number of full time equivalent jobs (FTEs) created through municipality's local economic development initiatives including capital projects	Director: Planning and development - 4 reports	399	number	1	30-Jun-20	N/A	N/A	N/A	563

Directorate of Finance														
No	SFA	TOP Objective	Sub-Directorate	2018/2019 KPI	Measurement	POE	Baseline	Target Type	Annual Target	Target Date	Q1 Target	Q2 Target	Q3 Target	Q4 Target
20	Municipal Financial Viability and Management (NREPA 1)	Strengthen and implement financial and asset management by 30 June 2020 (PDO 3)	Revenue	Revenue unit to strengthen and implement financial management by ensuring a collection rate of 90% by 30 June 2020	Percentage of collection rate	Manager: Revenue - Financial Audit reports	93%	percentage	94%	30-Jun-20	N/A	N/A	N/A	94%
21	Municipal Financial Viability and Management (NREPA 3)	Implement financial reforms as required by MFA before 30 June 2020 (PDO 3)	Budget and reporting	Budget and Reporting unit to implement financial reforms as required by maintaining a debt coverage cost coverage ratio of at least 2:1 annually	Debt coverage and cost coverage ratios (internal and); financial reports	Manager: Budgeting and Reporting - Internal audit financial reports indicating ratios	0.9506	ratio	2:1	30-Jun-20	N/A	N/A	N/A	2:1
21	Municipal Financial Viability and Management (NREPA 3)	Implement financial reforms as required by MFA before 30 June 2020 (PDO 3)	Budget and reporting	Budget and Reporting unit to implement financial reforms as required by maintaining a budget variance of 10% or less	Complete reports on budget variance	Manager: Budgeting and Reporting - Financial and audit reports indicating a comparison between projected budget expenditure and actual expenditure	None	22%	10%	30-Jun-20	N/A	N/A	N/A	10%
22	Municipal Financial Viability and Management (NREPA 3)	Implement financial reforms as required by MFA before 30 June 2020 (PDO 3)	Finance	Complete monthly bank reconciliations within 30 days after month end	Number monthly bank reconciliations within 30 days after month end	Number of Bank reconciliations signed off by CFO	12	number	12	30-Jun-20	3	3	3	3
23	Municipal Financial Viability and Management (NREPA 3)	Implement financial reforms as required by MFA before 30 June 2020 (PDO 3)	Expenditure	Submit monthly VAT 201 returns to SARS by the 25th of each month	Number monthly VAT 201 returns to SARS by the 25th of each month	VAT 201 returns and acknowledgement from SARS	12	number	12	30-Jun-20	3	3	3	3
24	Municipal Financial Viability and Management (NREPA 3)	Implement financial reforms as required by MFA before 30 June 2020 (PDO 3)	Budget and reporting	Submit monthly Section 71 reports to National Treasury on or before the 10th working day of each month	Number of reports submitted	Delivery note of mail sent to National Treasury	12	number	12	30-Jun-20	3	3	3	3
25	Municipal Financial Viability and Management (NREPA 3)	Strengthen and implement financial and asset management by 30 June 2020 (PDO 2)	Budget and reporting	Budget and Reporting unit to implement financial reforms as required by maintaining a budget variance of 10% or less	Compilation and Submission of Section 72 reports to the Mayor, National Treasury and Provincial Treasury by 25 February 2020	Manager: Budgeting and Reporting - A complete approved Section 72 report with proof of submission to relevant stakeholders	None	number	1	30-Jun-20	N/A	N/A	1	N/A

6. Project List

Funding	Directorate	Strategic Objective	Indicator	Target Date	Q1 Target	Q1 Target	Q1 Target	Q1 Target
MIG	Planning and Development	Maintenance and development of all Infrastructure and Services	Currieskamp: Upgrading of Water Purification System and Distribution Network	30/06/2020	25%	50%	75%	100%
MIG	Planning and Development	Maintenance and development of all Infrastructure and Services	Eenduin/Loxtonvale: Upgrading of Water Purification System and Distribution Network	30/06/2020	25%	50%	75%	100%
MIG	Planning and Development	Maintenance and development of all Infrastructure and Services	Alheit: New Cemetery	30/06/2020	25%	50%	75%	100%
MIG	Planning and Development	Maintenance and development of all Infrastructure and Services	Lutzburg: New Cemetery	30/06/2020	25%	50%	75%	100%
MIG	Planning and Development	Maintenance and development of all Infrastructure and Services	Marchand: New Cemetery	30/06/2020	25%	50%	75%	100%
MIG	Planning and Development	Maintenance and development of all Infrastructure and Services	Kakamas: New cemetery	30/06/2020	25%	50%	75%	100%
MIG	Planning and Development	Maintenance and development of all Infrastructure and Services	Ward 10 High Mast Lights	30/06/2020	25%	50%	75%	100%

The SDBIP is hereby approved by:



MM LOUW: MAYOR

27/03/2019

Date